

The Canadian PD Project



Dr. Michael Gardam,^{1,2,3} Paige Reason,¹ and Liz Rykert¹

¹Ontario Agency for Health Protection and Promotion, ²Infection Prevention and Control Unit, University Health Network, Toronto, ³Dalla Lana School of Public Health, University of Toronto.



Abstract

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The Canadian Positive Deviance (PD) Project: Key Factors in the Successful Launch of an Acute Care PD Initiative

Background
Positive Deviance (PD) is a culture and behaviour change strategy that has been successfully used to bring about decreases in healthcare associated infections in a small number of hospitals. Though the concepts that form the foundation of PD are intuitive, this method can be foreign to existing hospital cultures within hospitals, which tend to be hierarchical and focused on traditional healthcare data and results rather than on relationships and human networks. Thus, when implementing PD in an acute care setting, the way in which the PD initiative is introduced is critical to enabling the uptake and success of the project.

Purpose
The Canadian Positive Deviance Project used several strategies during the project launch that have contributed to the current level of uptake and advancement of the PD project at the participating 6 Canadian hospitals.

Innovations
Knowing that PD can appear unstructured and rudderless at first look, we tailored our launch so that participants would feel as comfortable as possible by: providing a project timeline; providing clear information on the project's process and outcome indicators at the very start of the project; explaining and demonstrating techniques such as discovery and action dialogues and improvisational theatre; providing scientific evidence showing that PD works in relevant contexts; and strengthening relationships between the study participants via frequent meetings and sharing of experiences through story telling.

Conclusions
The project team used several strategies during the launch and uptake of the project at the 6 participating hospitals. The initiation of the PD project will be a study, and to the reduction of healthcare associated infections in acute care facilities.



Introduction to the Project

•5 hospitals across Canada (2 hospitals in British Columbia and 3 in Ontario) are implementing Positive Deviance (PD) as a way to help reduce healthcare-associated infections (HAIs)

•The Project began September 2009, and will run until the Spring of 2011

•All sites applied to be a part of this project because they recognize HAIs as an ongoing problem and wanted to try a different approach

•The study is sponsored by the Canadian Patient Safety Institute, Becton Dickinson, The Ontario Agency for Health Protection and Promotion, SHNI and the BC Patient Safety and Quality Council

What is PD?

•PD is a culture and behaviour change strategy that has been used to tackle intractable behaviour-based problems around the world

•"Positive Deviants" are at-risk individuals found in any community who follow uncommon but beneficial practices and experience better outcomes as a result, despite having the same risks and constraints as others

•Positive deviant behaviours tend to be affordable, acceptable, and sustainable because they are already practiced by at-risk people in a community. As a result, they do not conflict with local culture

•PD is different from sharing best practices because the focus is placed on uncovering existing solutions, and seeking these solutions from people on the front-lines rather than enforcing sometimes foreign solutions in a top-down fashion

•PD concepts are intuitive, but they can be foreign to existing hospital cultures, which tend to be hierarchical and focus on more on technology and data rather than on relationships

What are the Challenges?

•PD is different – in healthcare we are used to best practices and top down implementation – overcoming and changing hospital culture is messy work

•Traditionally IPAC can be seen as 'police', and this can be hard to overcome as PD helps shift ownership away from IPAC

•PD is a slow and frustrating process – it can feel like spinning wheels for 6 months

•The evidence-base for PD in healthcare is limited, but growing

•One hospital in this project felt they had to drop out as they could not get passed these obstacles

The Launch

•Face-to-face meeting with participants from across Canada

•Provided project timeline, information on the project process

•Did hands-on work with PD tools such as Discovery and Action Dialogues (DADs) and Improvisational theatre

•Provided scientific evidence for the use of PD in relevant contexts

•Used story telling to share experiences

•Formed an action plan for each hospital to leave with

•We continue to provide online resources, coaching and frequent calls to discuss successes and hurdles

•Launches in general: need to be context-focused, and hands-on helps

•Just DO it – over thinking and over planning stalls the process

Measurement and Data Tracking

Process Measures:

- Volume of ABHR used per month for area being monitored
- Number of gowns used per month for area being monitored
- Boxes of gloves used per month for area being monitored
- Containers of soap used per month for area being monitored
- Hand hygiene audits (optional)
- Housekeeping audits (optional)
- Social Network Mapping
- Attitudes and Actions survey
- Pictures and video (optional)

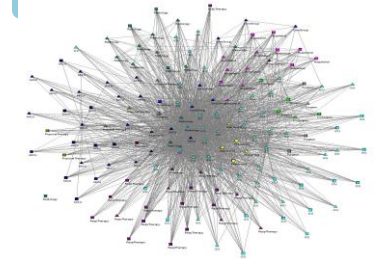
Outcome Measures:

- Surveillance for new healthcare-associated MRSA clinical isolates (We are following the MRSA clinical isolate case definition developed by the standardized measures for infection control working group (CPSI December 2008))
- Surveillance for new healthcare-associated VRE clinical isolates (We have adapted the MRSA case definition developed by the standardized measures for infection control working group (CPSI December 2008) by simply replacing the description of MRSA with VRE)
- Surveillance for new cases of healthcare-associated *C. difficile* infection (We are following the *C difficile* infection case definition developed by the standardized measures for infection control working group (CPSI December 2008))

Next Steps for PD in Canada

•Completion and evaluation of the Canadian PD Project (Spring 2011)

•Establishment and spread of nation-wide PD collaborative (SHNI, CPSI and OAHPP)



Resources

For information about Positive Deviance, visit:

www.positivedeviance.ca

www.positivedeviance.org

www.plexusinstitute.org

Will Deviate for Change



www.positivedeviance.ca